IT'S A YES™

Investor Presentation

SECOND QUARTER 2026

Forward Looking Statement

IT'S A YES

The Securities and Exchange Commission (the SEC) encourages companies to disclose forward-looking information so that investors can better understand the future prospects of a company and make informed investment decisions. This presentation contains these types of statements, which are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “anticipate,” “estimate,” “expect,” “project,” “intend,” “may,” “plan,” “predict,” “believe,” “should,” “potential” and similar words or expressions are intended to identify forward-looking statements. Investors should not place undue reliance on forward-looking statements and the Company undertakes no obligation to publicly update or revise any forward-looking statements, except as otherwise required by applicable law.

All forward-looking statements reflect the present expectation of future events of our management as of the date of this presentation and are subject to a number of important factors, risks, uncertainties and assumptions that could cause actual results to differ materially from those described in any forward-looking statements. These factors, risks, uncertainties and assumptions include, but are not limited to, the following: • general economic conditions including downturns or inflationary periods in the business cycle; • operation within a highly competitive industry and the adverse impact from downward pricing pressures, including in connection with fuel surcharges, and other factors; • industry-wide external factors largely out of our control; • cost and availability of qualified drivers, dock workers, mechanics and other employees, purchased transportation and fuel; • inflationary increases in expenses and corresponding reductions of profitability; • cost and availability of diesel fuel and fuel surcharges; • cost and availability of insurance coverage and claims expenses and other expense volatility, including for personal injury, cargo loss and damage, workers' compensation, employment and group health plan claims; • failure to successfully execute the strategy to expand our service geography; • unexpected liabilities resulting from the acquisition of real estate assets; • costs and liabilities from the disruption in or failure of our technology or equipment essential to our operations, including as a result of cyber incidents, security breaches, malware or ransomware attacks; • risks arising from remote work, including increased risk of related cybersecurity incidents;• failure to keep pace with technological developments; • liabilities and costs arising from the use of artificial intelligence; • labor relations, including the adverse impact should a portion of our workforce become unionized; • cost, availability and resale value of real property and revenue equipment; • supply chain disruption and delays on new equipment delivery; • changes in U.S. trade policy and the impact of tariffs; • capacity and highway infrastructure constraints; • risks arising from international business operations and relationships; • seasonal factors, harsh weather and disasters caused by climate change; • the creditworthiness of our customers and their ability to pay for services; • our need for capital and uncertainty of the credit markets; • the possibility of defaults under our debt agreements, including violation of financial covenants; • inaccuracies and changes to estimates and assumptions used in preparing our financial statements; • dependence on key employees; • employee turnover from changes to compensation and benefits or market factors; • increased costs of healthcare benefits; • damage to our reputation from adverse publicity, including from the use of or impact from social media; • failure to achieve acquisition synergies or disruption to our business due to such acquisitions; • the effect of litigation and class action lawsuits arising from the operation of our business, including the possibility of claims or judgments in excess of our insurance coverages or that result in increases in the cost of insurance coverage or that preclude us from obtaining adequate insurance coverage in the future; • the potential of higher corporate taxes and new regulations, including with respect to climate change, employment and labor law, healthcare and securities regulation; • unforeseen costs from new and existing data privacy laws; • the effect of governmental regulations, including hours of service and licensing compliance for drivers, engine emissions, the Compliance, Safety, Accountability (CSA) initiative, regulations of the Food and Drug Administration and Homeland Security, and healthcare and environmental regulations; • changes in accounting and financial standards or practices; • widespread outbreak of an illness or any other communicable disease; • international conflicts and geopolitical instability; • evolving stakeholder expectations regarding environmental and -social issues; • government shutdown or failure to fund services; • provisions in our governing documents and Delaware law that may have anti-takeover effects; • issuances of equity that would dilute stock ownership; •weakness, disruption or loss of confidence in financial or credit markets; and • other financial, operational and legal risks and uncertainties detailed from time to time in the Company's SEC filings.

As a result of these and other factors, no assurance can be given as to our future results and achievements. Accordingly, a forward-looking statement is neither a prediction nor a guarantee of future events or circumstances and those future events or circumstances may not occur. You should not place undue reliance on the forward-looking statements, which speak only as of the date of this presentation. We are under no obligation, and we expressly disclaim any obligation, to update or alter any forward-looking statements, whether as a result of new information, future events or otherwise, except as otherwise required by applicable law.

Operating results to date for 2026 are not necessarily indicative of the results of operations that may be expected for the full year ended December 31, 2026.

Investment Summary

- Unique story of a 100+ year-old company with above-market growth potential
- Network investments position us for volume growth and share gains
- 14,000+ non-union employees
- Competitive cost structure
- Significant revenue growth opportunities:
    - Ongoing pricing improvements
    - Market penetration in legacy geographies
    - Partnerships in Canada and Mexico
- Significant operating leverage: 100 bps of operating ratio improvement adds $0.95 to EPS*
- #6 US LTL carrier by revenue in 2025, up from #9 in 2017

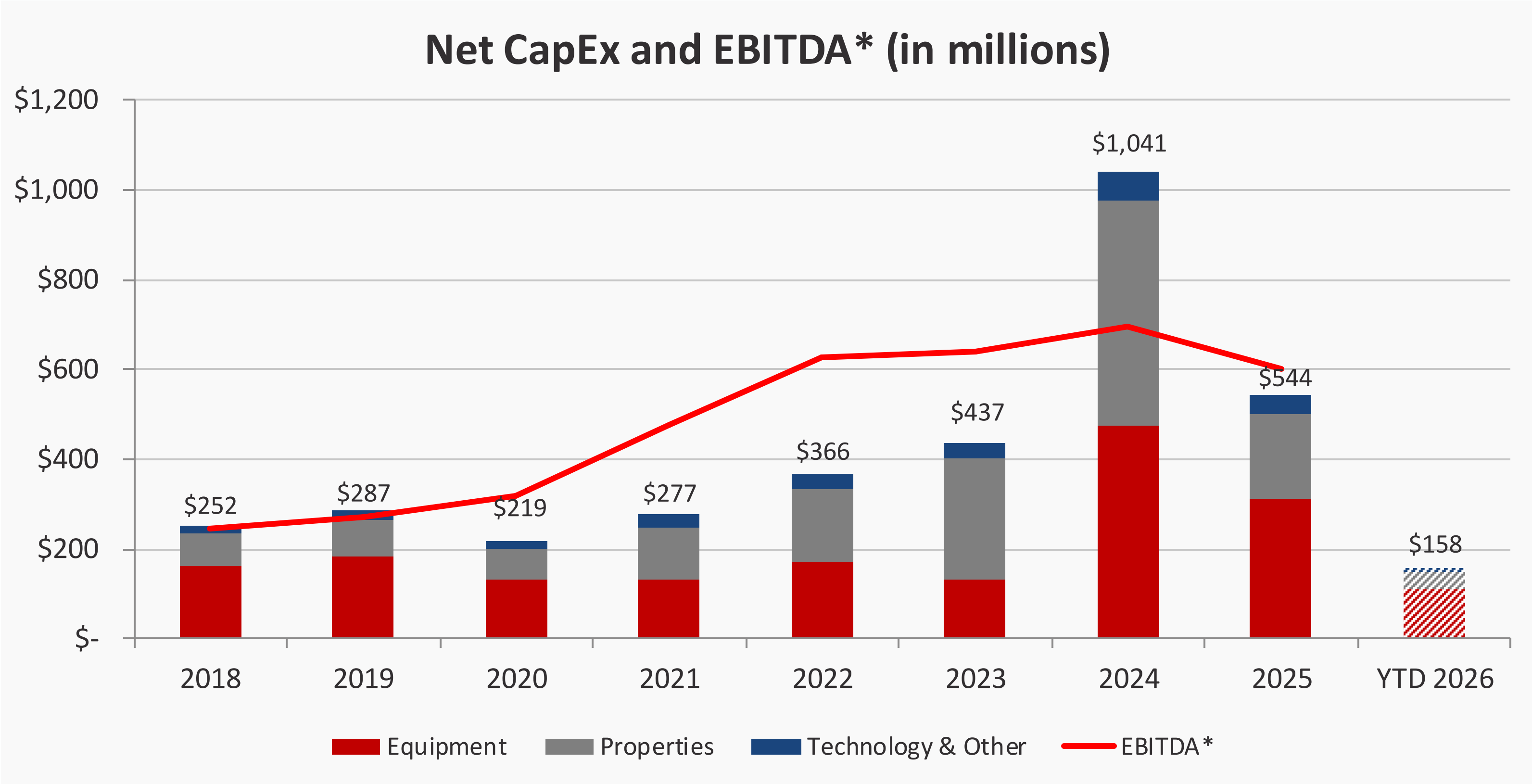
**Non-GAAP Financial Measure reconciliation included in Appendix*

It all began in 1924 when the back seat of the family car was removed to create the first Saia truck.

Today, we've been driving business for over a century by providing our customers with superior service.

INVESTING TO SUPPORT

Enhanced Customer Experience



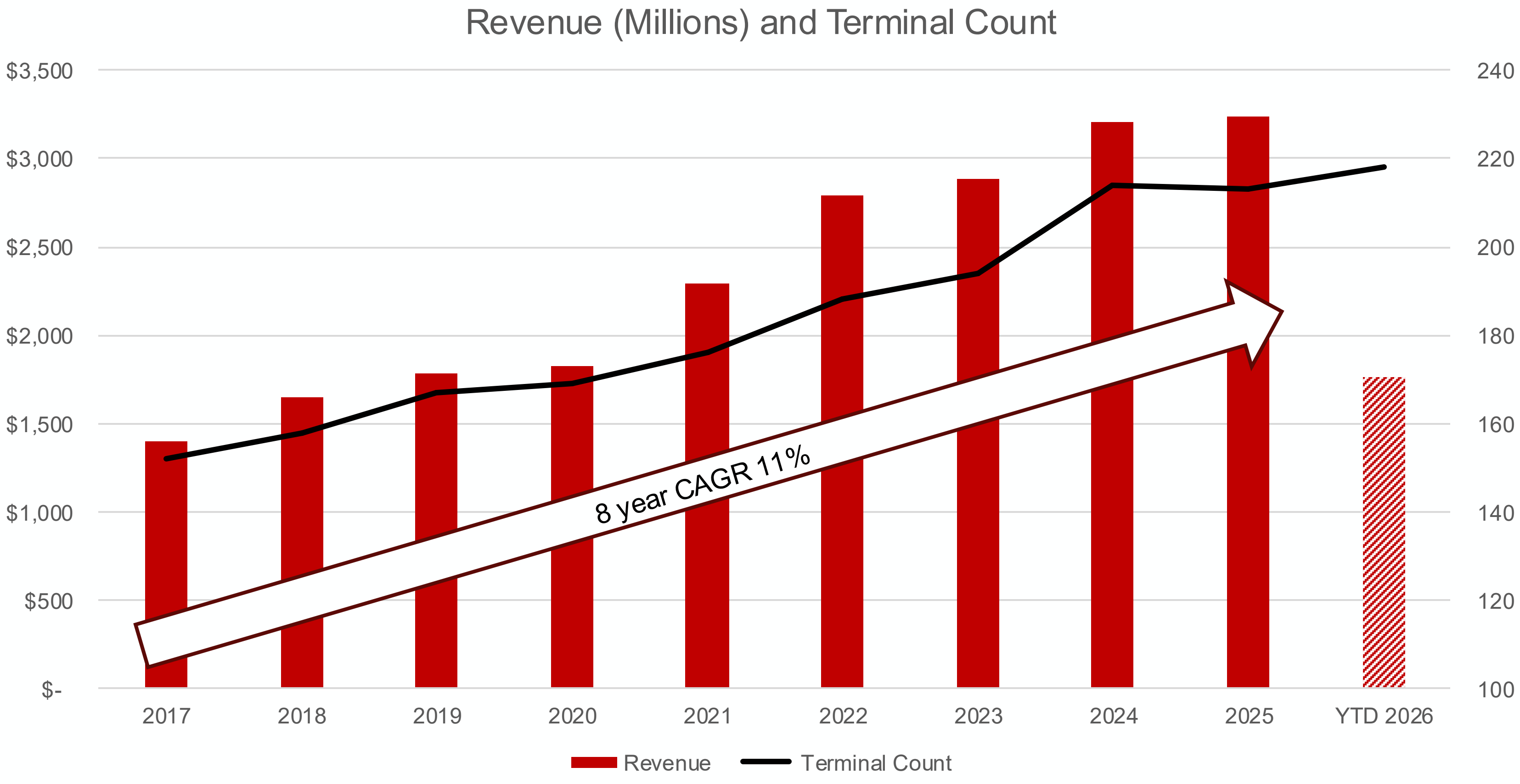
- Investments continue to drive market share gains and customer satisfaction
- **74 terminals opened since** start of 2017, expanding Saia's footprint across the Great Plains to a **national network**
- **Over $2 billion invested** since 2022, largely from operating cash flow
- $350 – $400 million investment planned for 2026 to better support customers
- Generational 2024 real estate opportunity from 2023 market disruption, pulling forward national-network investment

**Non-GAAP Financial Measure reconciliation included in Appendix*

TERMINAL EXPANSION

Driving Revenue Growth

- Terminal expansion since 2017 has driven market share gains and profitable growth with new and existing customers
- New facilities continue to build density as they mature
- The LTL market has estimated annual revenue of **$52 billion**, with the top 10 carriers holding 76% share in 2025*



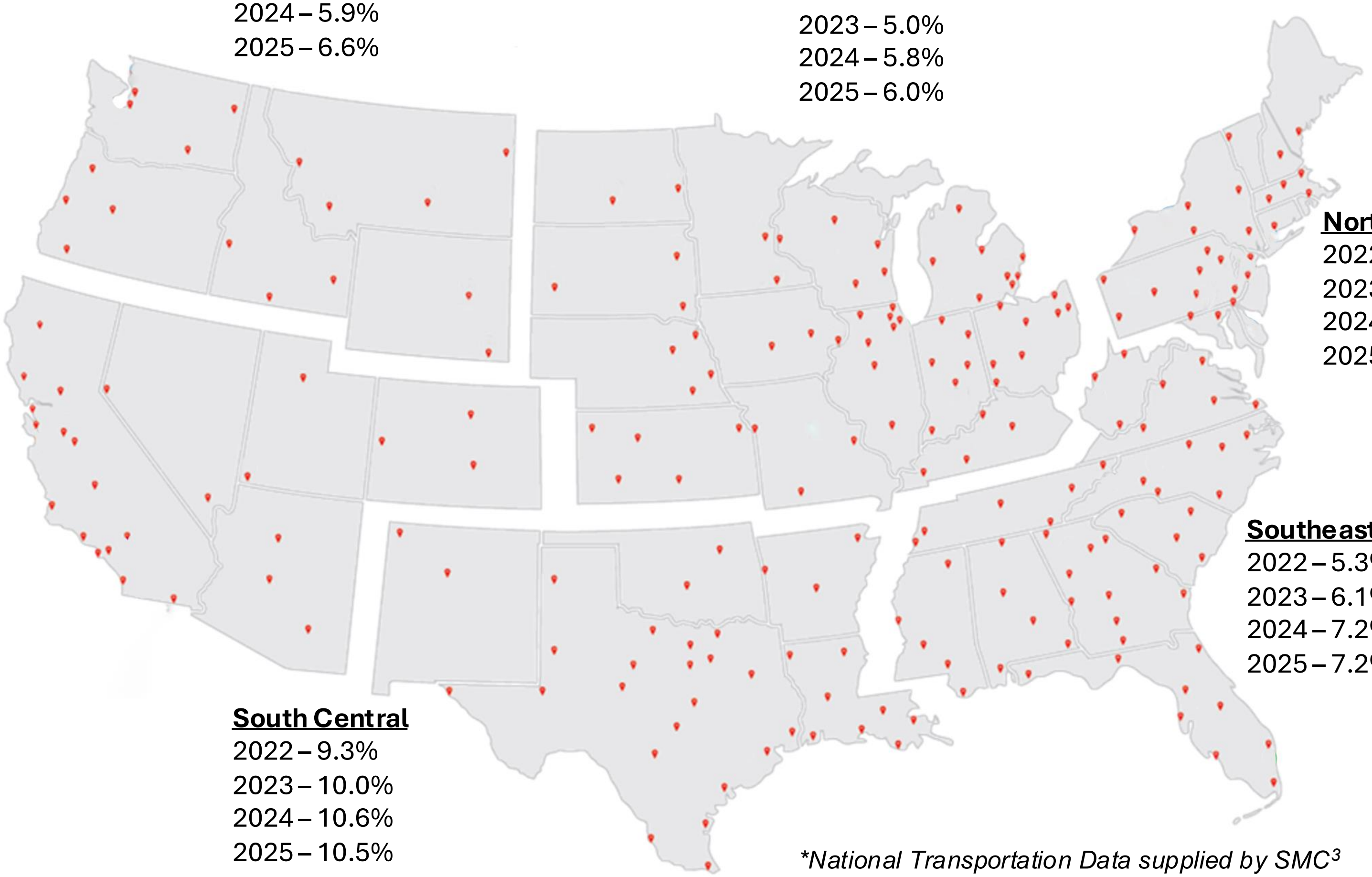
** Based on 2025 fiscal year data, with privately held carriers' revenue estimated for 2025.*

MARKET SHARE GROWTH

Market Share By Region

Pacific Northwest
2022 – 4.1%
2023 – 5.0%
2024 – 5.9%
2025 – 6.6%

Midwest
2022 – 4.4%
2023 – 5.0%
2024 – 5.8%
2025 – 6.0%



Northeast
2022 – 3.4%
2023 – 4.1%
2024 – 4.7%
2025 – 5.1%

West
2022 – 6.0%
2023 – 6.4%
2024 – 7.1%
2025 – 6.9%

Southeast
2022 – 5.3%
2023 – 6.1%
2024 – 7.2%
2025 – 7.2%

South Central
2022 – 9.3%
2023 – 10.0%
2024 – 10.6%
2025 – 10.5%

**National Transportation Data supplied by SMC³*

- Expanded national footprint lets us serve customers better and drive market share nationwide
- Saia's estimated total market share in 2025 was 7.0%, up from 4.0% in 2017
- Strong market share growth across geographies over the past four years
- Terminals opened in the past three years keep delivering volume growth, with strong customer acceptance

PROFITABLE GROWTH

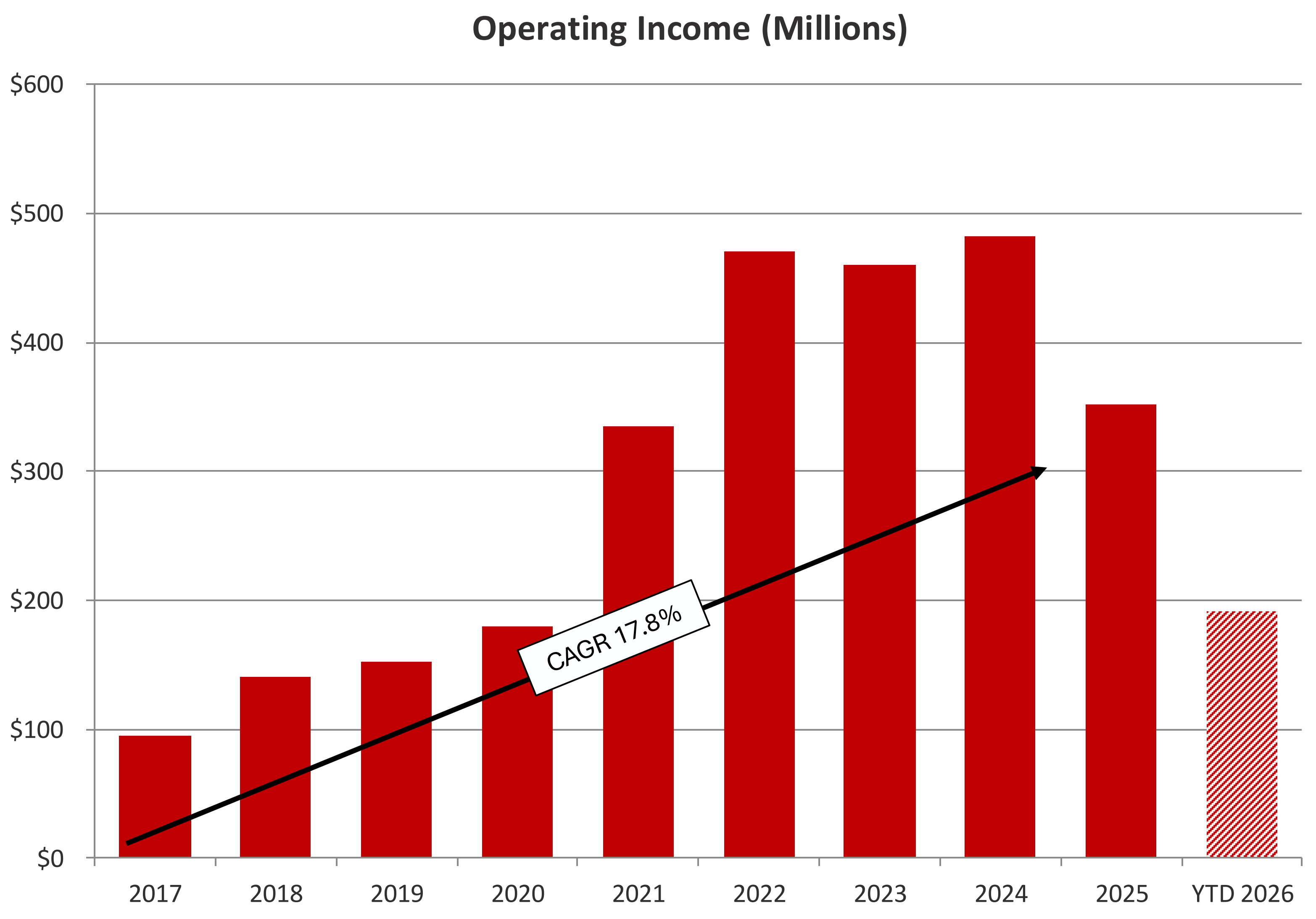
Operating Trends

REVENUE*
↑11.0%

OPERATING INCOME*
↑17.8%

EARNINGS PER SHARE*
↑13.4%

*CAGR calculated from 2017 to 2025



Evolution of Optimization Tools

IT'S A YES SAIA

2015

HaulPlan: Linehaul Load Plan Optimization

- Planning tool with multiple optimization scenario generators

May 2019

RouteMax: IB Planning

- Optimizes pickup and delivery to create an optimal dynamic city plan

March 2021

RouteMax: Driver Phone Application

- InRoute optimization with route deviation feedback
- Truck based turn-by-turn with traffic for accurate ETA and routing

August 2021

DriverPlan: Linehaul Driver Optimization

- Converts route plans into optimal driver schedules

May 2023

RouteMax: Dispatch

- City dispatch tool enabling live pickup optimization and driver management

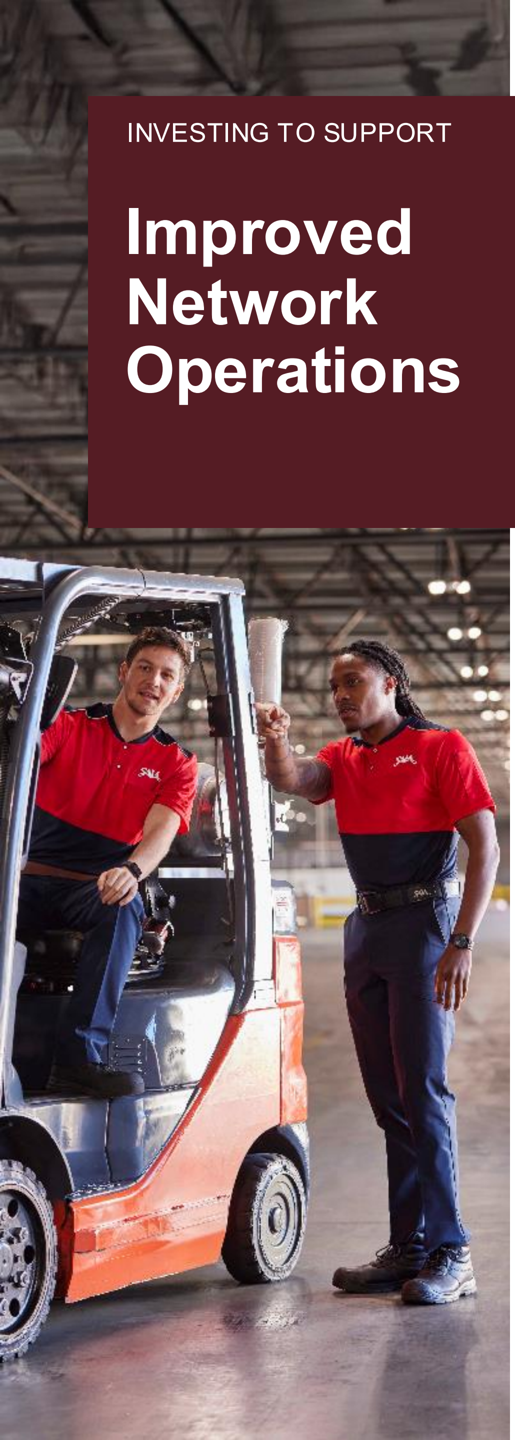
January 2025

Livehaul: Linehaul Execution Optimization

- Live linehaul optimization engine
- Tonnage projection deployed across network
- Dispatch optimization deploying in 2026
- Turns volatility into efficiency – and efficiency into margin

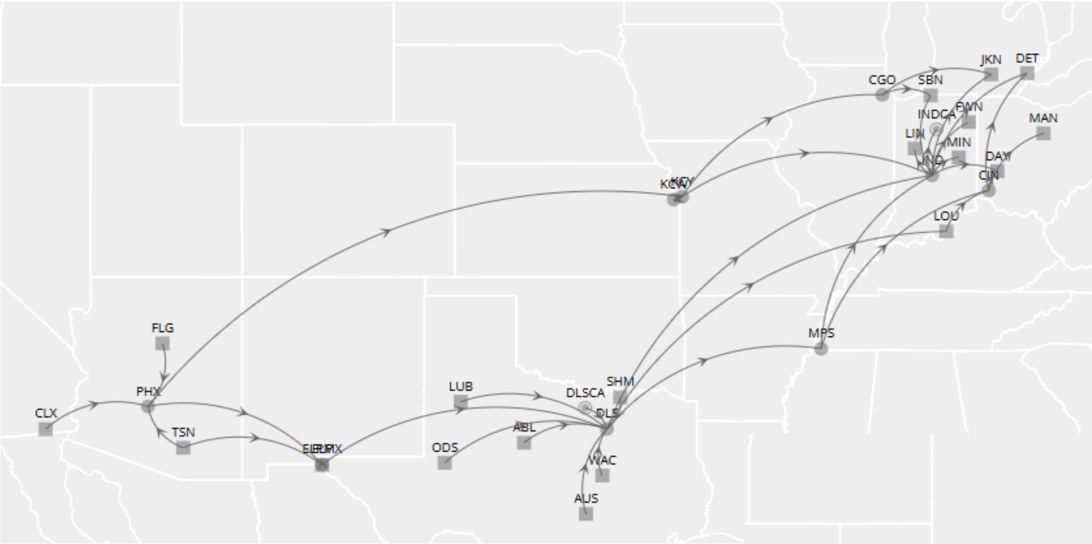
2026+

- **Cross Dock Implementation**
- **Integration of data fabric and pricing optimization**
- **Further opportunity leveraged from prior deployments**



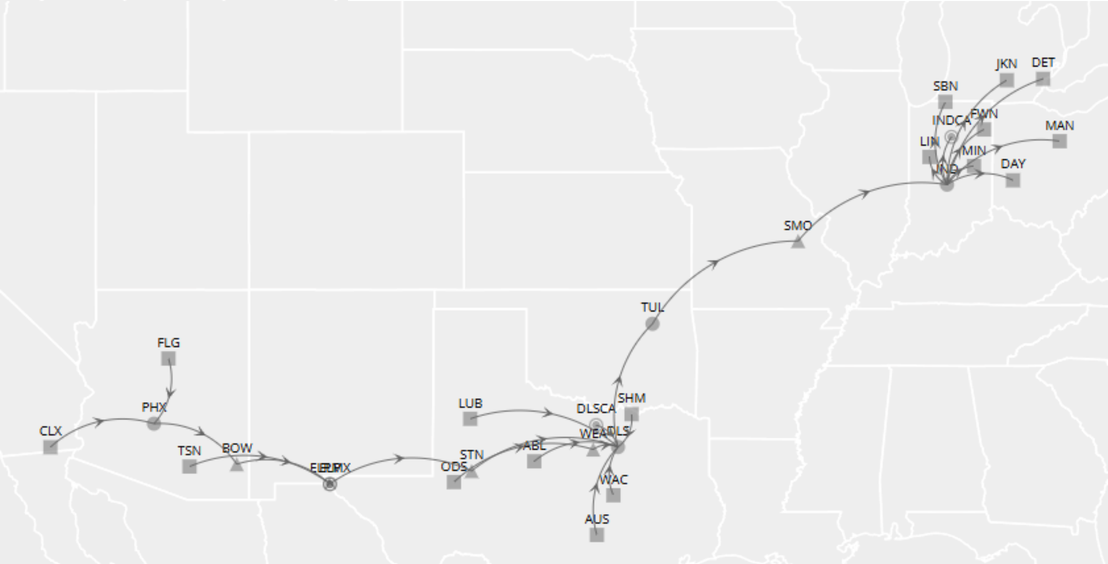
INVESTING TO SUPPORT

Improved Network Operations



Before

After



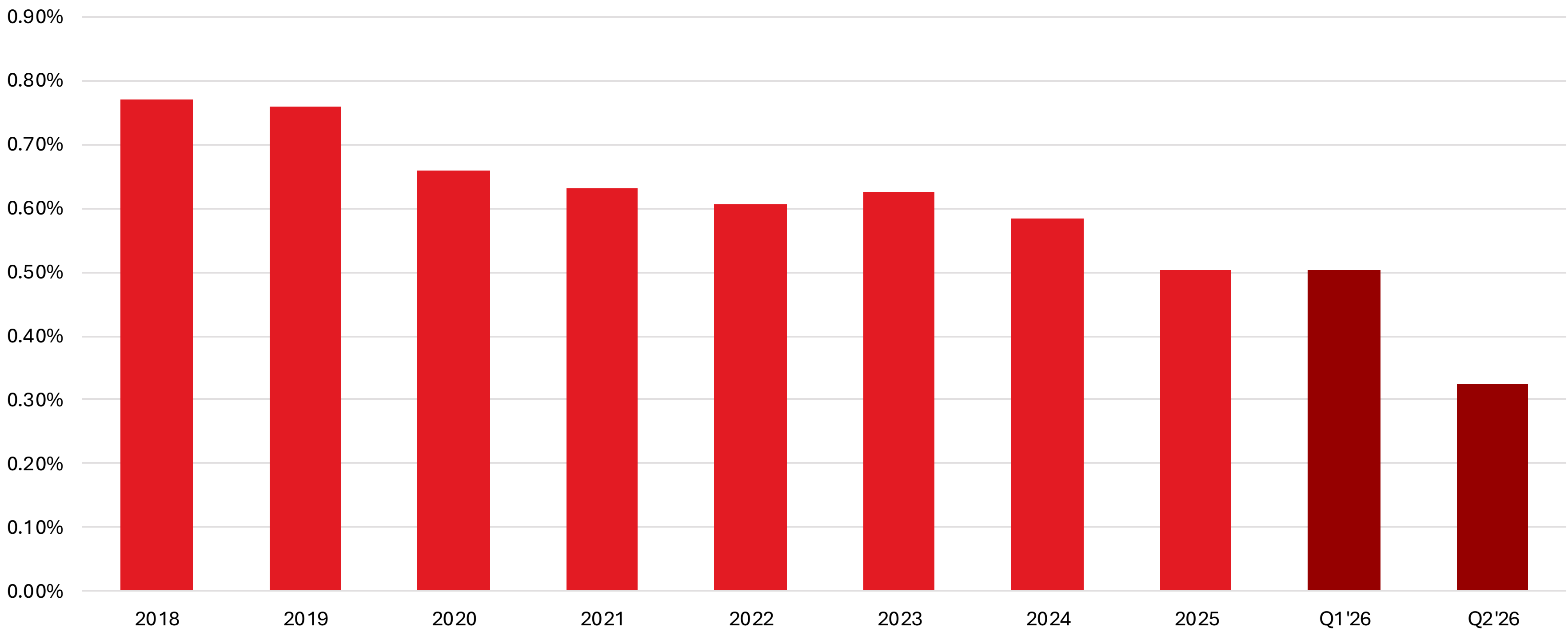
- New national coverage and technology improvements let us redesign routes, reducing touches and handles to boost efficiency
- The maps show trailer routes from Phoenix and Dallas to Indianapolis terminals, before and after the redesign
  - After shows more unified movement on a single timeline
  - Enabling greater route density and consistency, less freight handling, and better service

DRIVING CUSTOMER SATISFACTION

Quality and Service Delivered

- Customer feedback confirms that investments in people, equipment, and facilities are improving service and driving market share gains
- Third-party data reaffirms the growth strategy driving customer satisfaction
- Direct service to all 48 contiguous states
- ~60% of shipments delivered within 48 hours
- Q2 2026 claims ratio of **0.33%** vs. **0.50% in 2025**

Claims Ratio*



**Claims ratio is a ratio of cargo claims as a percentage of revenue*

COMMITTED TEAM

Developing, Supporting, & Recognizing Our People

Building a strong talent pipeline

- Internships
- Driver Academy
- Scholarship Program

Investing in leadership capability at all levels

- Structured leadership development
- Continuous learning resources

Advancing safety, performance, and excellence

- Safety recognition
- Performance-based awards

Supporting our employees and families

- Saia Employee Relief Foundation

Recognizing commitment and tenure across the organization

- Milestone service anniversaries
- Core-value-aligned recognition behaviors

Equipping employees to succeed

- Standardized uniform program
- Modern training tools
- Accessible education platforms

SAFETY DRIVEN

Safety Embedded in our Culture

PEOPLE

- Recruit experienced, safety-focused drivers
- **80+ hours** of onboarding for every driver and dockworker
- **300+** dedicated driver trainers on staff
- Non-union model enabling flexible schedules, routing, and workforce agility

PROCESS

- Annual defensive-driving certification for all drivers
- Weekly pre-shift safety briefings
- **100%** of drivers hazmat certified

TECHNOLOGY

- Fleet equipped with advanced collision-avoidance technology
- Forward collision mitigation and adaptive cruise control across the fleet
- **80%+** equipped with lane-departure warning and side-object detection
- In-cab cameras and video-based driver training

COMMUNITY INVOLVEMENT

Investing in the Communities We Serve

National & Ongoing Partnerships

- Toys for Tots
- Truckers Against Trafficking
- Wreaths Across America

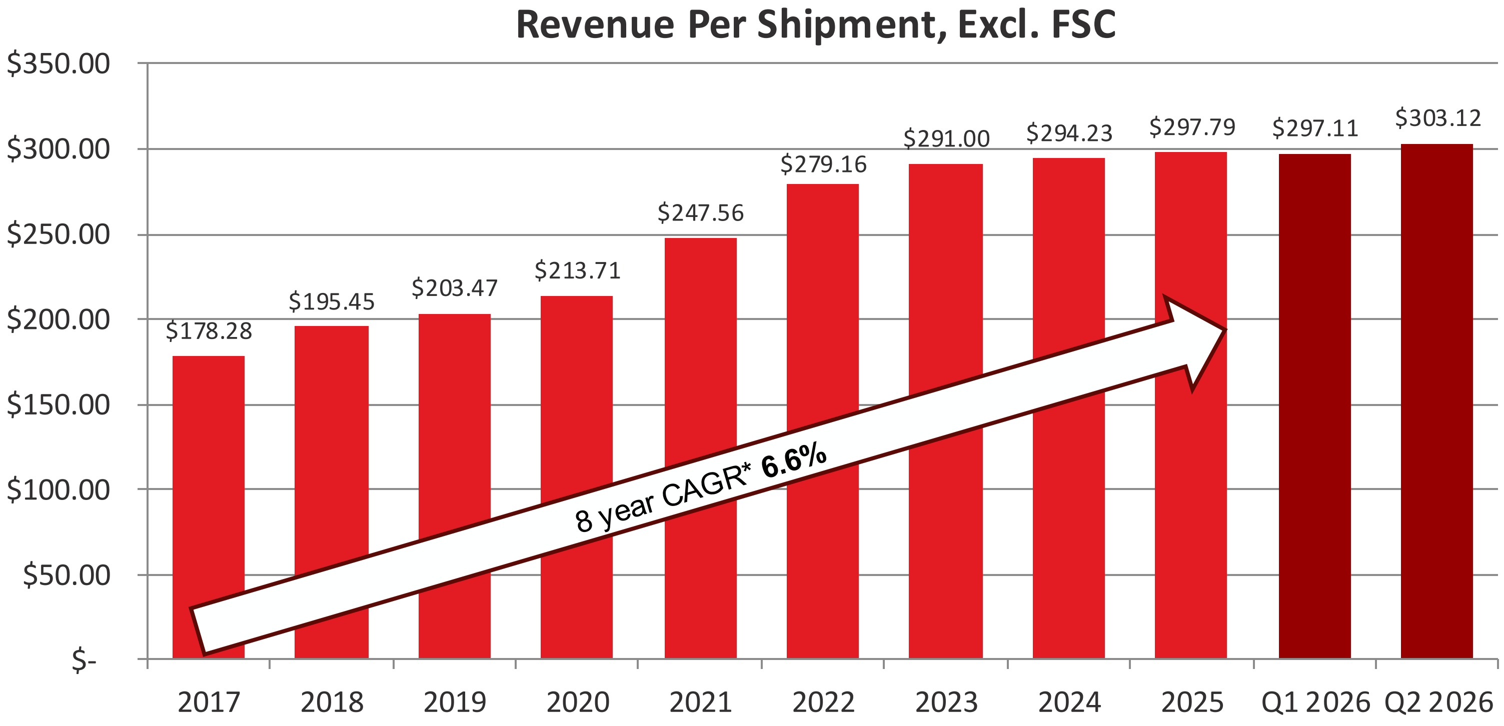
Community & Industry Engagement

- Charitable transportation services
- Community engagement events & sponsorships
- Student outreach – investing in future industry talent

FOCUS ON PRICING INITIATIVES

Pricing To Match Service

- Strategic facility investments build density and customer proximity, driving premier quality and service
  - **~61%** of zip codes within 50 miles of a Saia facility, up from **~35%** in 2017
  - Directly serve **99%** of outbound industry revenue, up from **84%** in 2017
- Nationwide footprint expands the addressable market and adds value for new and existing customers
- Ongoing technology investment enables data-driven decisions and deeper insight into customer freight mix



**CAGR calculated from 2017 to 2025*

Diverse Customer Base

No single customer represents greater than 5% of revenue

Q2 2026

Financial Results

+4.4%
LTL SHIPMENTS PER WORKDAY

+8.4%
LTL TONNAGE PER WORKDAY

+12.0%
LTL REVENUE PER SHIPMENT

	Q2 2026	Q2 2025	Change
Revenue (in millions)	$956.5	$817.1	**17.1%**
Operating Income (in millions)	$125.2	$99.4	**26.0%**
Operating Ratio (%)	86.9%	87.8%	**-90bps**
Diluted Earnings Per Share	$3.51	$2.67	**31.5%**
Net Debt / Capital* (%)	0.6%	10.6%	N/A
Adjusted EBITDA* (in millions)	$191.4	$162.8	**17.6%**

*Non-GAAP Financial Measure reconciliation included in Appendix

IT'S A YES™

APPENDIX

Thank you for your continued interest in Saia

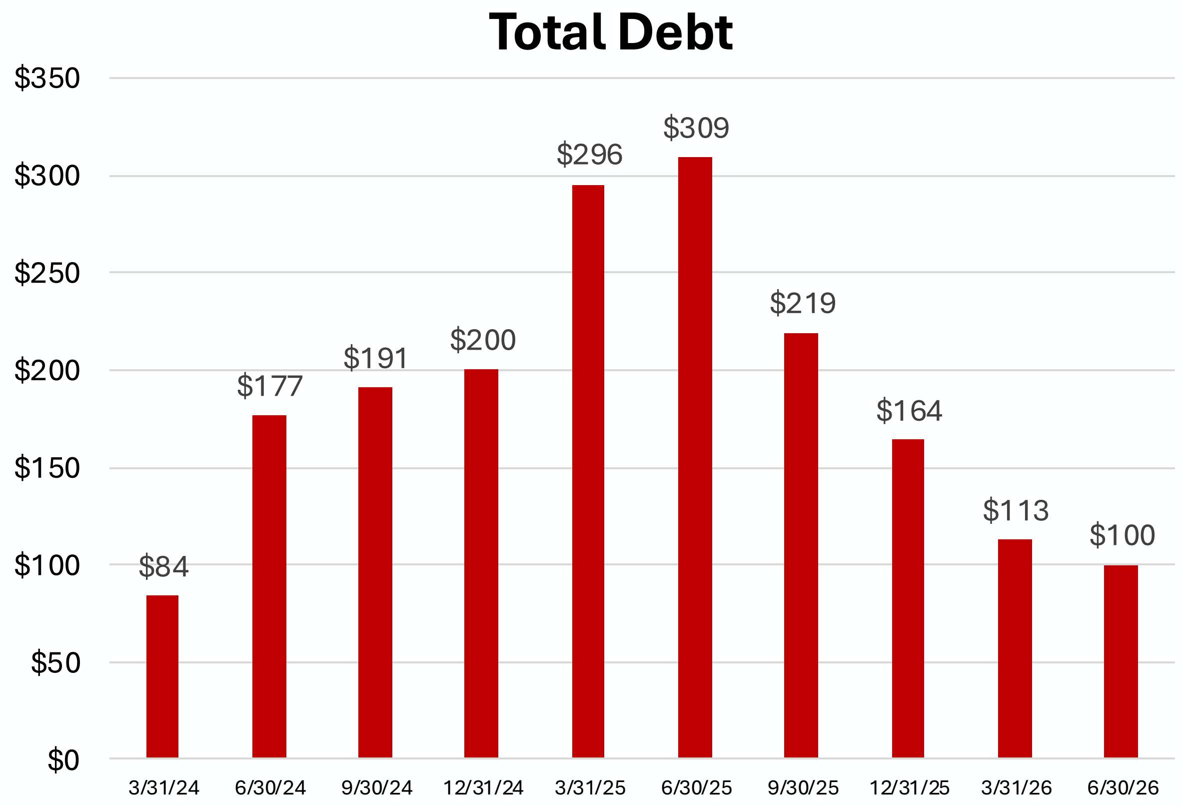
For more information, visit our website saia.com
or contact investors@saia.com

Q2 2026 Financial Position

IT'S A YES

- Solid capital position
- Capacity to fund growth
- $564 million in Revolving Credit Facility availability
- Private shelf agreement allows for $250M in additional funding

(in millions)	BORROWINGS	LIQUIDITY
Cash	$ –	$84.0
Finance Leases	0.1	–
Senior Fixed Notes	100.0	–
Revolving Credit Facility	–	564.0
Total	$100.1	$648.0
Revolving Credit Facility		$600.0
Borrowings		–
Letters of Credit Outstanding		-36.0
Revolving Credit Facility Availability		$564.0



Reconciliation of Non-GAAP Financial Measures

In thousands, except percentages, share and per share amounts

Q2 2026 Trailing Twelve Months (TTM)	
Revenue from continuing operations	$3,392,316
Increase in operating income resulting from 1% operating ratio improvement	$33,923
Marginal tax rate	24.9%
Increase in net income resulting from 1% operating ratio improvement	$25,476
Common shares outstanding - Dilutive	26,833
Increase in earnings per share resulting from 1% operating ratio improvement	$0.95

Net Debt / Total Capital:	06/30/2026
Total debt	$100,124
Less: Cash and cash equivalents	$84,014
Net debt	$16,110
Shareholders' equity	$2,726,728
Total capital	$2,742,838
Net debt / Total capital	0.6%

Net Debt / Total Capital:	06/30/2025
Total debt	$309,091
Less: Cash and cash equivalents	$18,837
Net debt	$290,254
Shareholders' equity	$2,436,522
Total capital	$2,726,776
Net debt / Total capital	10.6%

Reconciliation of Non-GAAP Financial Measures

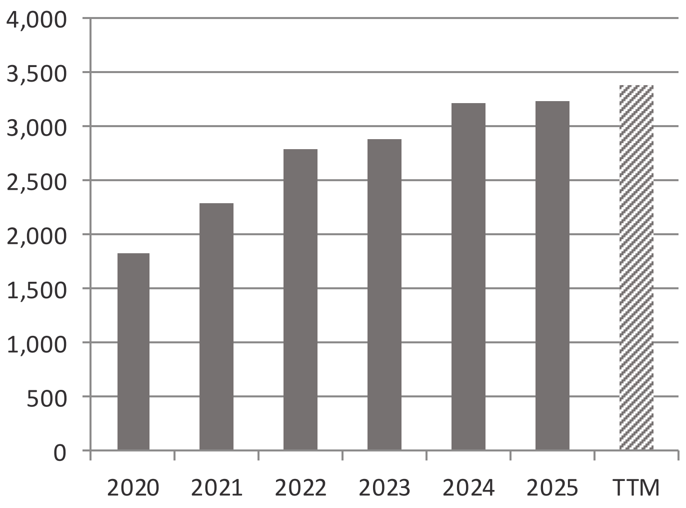
In thousands

EBITDA	2019	2020	2021	2022	2023	2024	2025
Net Income	$ 113,719	$ 138,340	$ 253,235	$ 357,422	$ 354,857	$ 362,065	$ 255,036
Interest Income	-	-	(11)	(217)	(6,208)	(1,049)	(151)
Interest Expense	6,688	5,177	3,212	2,611	2,535	8,930	16,444
Income Tax Expense	32,933	37,938	79,538	110,626	111,370	113,943	82,353
Depreciation and amortization	119,135	134,655	141,700	157,203	178,845	210,105	248,573
EBITDA	$ 272,475	$ 316,110	$ 477,674	$ 627,645	$ 641,399	$ 693,994	$ 602,255

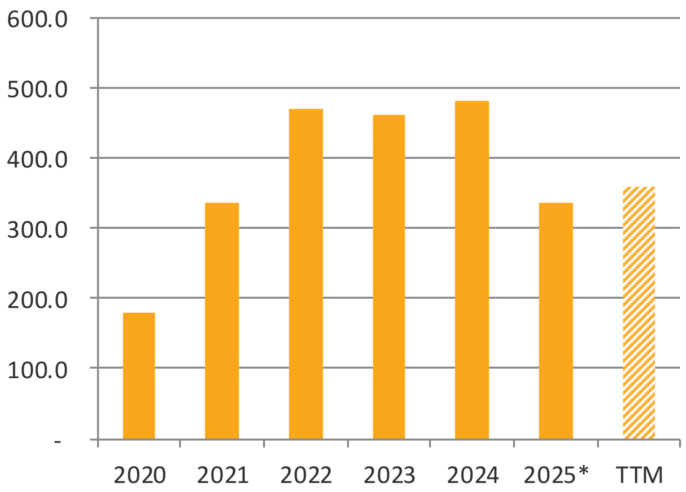
EBITDA	Q2 2025	Q2 2026
Net Income	$71,391	$ 94,260
Interest Income	(34)	(317)
Interest Expense	4,742	2,048
Income Tax Expense	24,173	31,215
Depreciation and Amortization	62,546	64,181
EBITDA	$ 162,818	$ 191,387

Historical Trends

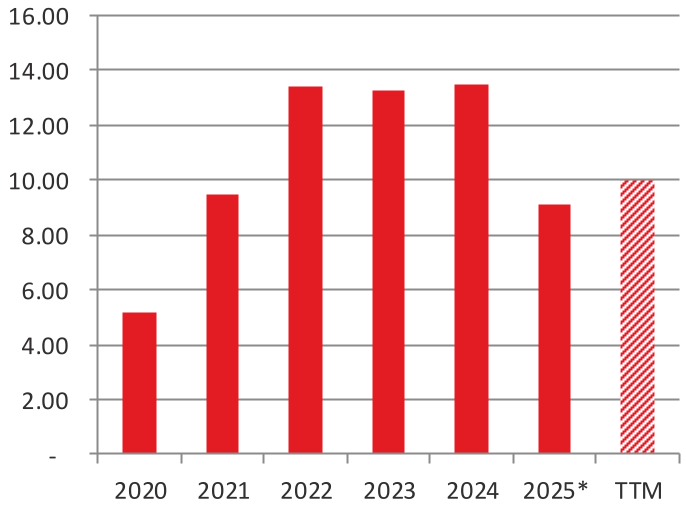
Revenue ($mil)



Operating Income ($mil)



EPS ($)



*Non-GAAP Financial Measure reconciliation included in Appendix

Reconciliation of Non-GAAP Financial Measures

In thousands, except percentages and per share amounts

Adjusted Operating Income	2025
Operating Income (GAAP)	$352,200
Less: Net Operating Income impact of Gain on Real Estate Disposal and Impairment of Real Estate	(14,503)
Adjusted Operating Income (Non-GAAP)	$337,697

Adjusted Operating Ratio	2025
Operating Ratio	89.1%
Add: Net Operating Ratio impact of Gain on Real Estate Disposal and Impairment of Real Estate	0.5%
Adjusted Operating Ratio	89.6%

Adjusted Diluted Earnings Per Share	2025
Diluted Earnings Per Share (GAAP)	$9.52
Less: Net Diluted earnings per share impact of Gain on Real Estate Disposal and Impairment of Real Estate	(0.41)
Adjusted Diluted Earnings Per Share (Non-GAAP)	$9.11

Our Company

	FY 2023				FY 2024				FY 2025				FY 2026	
	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr
Rev (in millions)	$661	$695	$775	$751	$755	$823	$842	$789	$788	$817	$840	$790	$806	$956
OR	85.0	82.7	83.4	85.0	84.4	83.3	85.1	87.1	91.1	87.8	87.6*	91.9	91.7	86.9
LTL Ton (in thousands)	1,311	1,421	1,467	1,345	1,392	1,559	1,605	1,481	1,545	1,576	1,581	1,459	1,513	1,709
LTL Ship (in thousands)	1,822	1,970	2,158	2,047	2,108	2,327	2,379	2,174	2,170	2,261	2,333	2,164	2,192	2,361
LTL Yield	$24.63	$23.85	$25.87	$27.21	$26.51	$25.75	$25.64	$25.73	$24.97	$25.20	$25.76	$26.13	$25.93	$27.18
LTL Rev Per Ship	$354.37	$344.08	$351.64	$357.50	$350.18	$345.07	$345.93	$350.51	$355.48	$351.36	$349.07	$352.27	$357.93	$393.56
LTL Wt Per Ship	1,439	1,443	1,360	1,314	1,321	1,340	1,349	1,362	1,424	1,394	1,355	1,348	1,380	1,448
LTL LOH (in miles)	892	892	896	895	888	888	890	898	905	893	894	897	890	888
Op Days	64	64	63	61	64	64	64	62	63	64	64	62	63	64

	2023	2024	2025	2026 YTD
Rev (in millions)	$2,881	$3,209	$3,234	$1,763
OR	84.0	85.0	89.6*	89.1
LTL Ton	5,543	6,037	6,161	3,222
	1.3%	8.9%	2.1%	3.2%
LTL Ship	7,997	8,988	8,929	4,553
	3.9%	12.4%	-0.7%	2.7%
LTL Yield	$25.38	$25.89	$25. 50	26.59
	2.8%	2.0%	-1.5%	6.0%
LTL Rev Per Ship	$351.90	$347.81	$351.99	$376.41
	0.2%	-1.2%	1.2%	6.5%
LTL Wt Per Ship	1,386	1,343	1,380	1,416
	-2.5%	-3.1%	2.8%	0.5%
LTL LOH	894	891	897	889
Op Days	252	254	253	127

Comparing Q2 2026 YTD to Q2 2025 YTD

*Non-GAAP Financial Measure reconciliation included in Appendix

Management Overview

Management Team	Saia Tenure	Industry Experience
President & CEO	12	15
EVP & CFO	11	14
EVP, Chief Customer Officer	29	35
EVP, Chief Human Resources Officer	4	4
EVP, Operations	10	10
EVP, Chief Information Officer	1	1